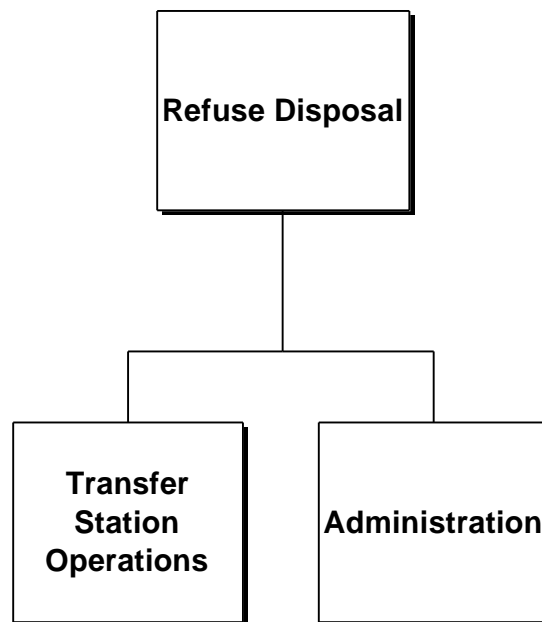


**DEPARTMENT OF PUBLIC WORKS
AND ENVIRONMENTAL SERVICES
SOLID WASTE MANAGEMENT**



FUND 110

REFUSE DISPOSAL

Agency Position Summary

134 Regular Positions / 134.0 Regular Staff Years

Position Detail Information

DIVISION OF SOLID WASTE DISPOSAL AND RESOURCE

RECOVERY

1	Director of Refuse Disposal and Resource Recovery
1	Assistant Director/Engineer IV
2	Positions
2.0	Staff Years

TRANSFER STATION OPERATIONS

1	Refuse Superintendent
3	Assistant Refuse Superintendents
3	Heavy Equipment Supervisors
1	Management Analyst II
2	Engineering Technicians II
2	Engineering Technicians I
3	Environmental Technicians II
7	Weighmasters
72	Heavy Equipment Operators
1	Motor Equipment Operator
2	Garage Service Workers
1	Welder II
3	Public Service Workers II
18	Public Service Workers I
1	Maintenance Trade Helper II
1	Clerical Specialist
121	Positions
121.0	Staff Years

ADMINISTRATION

1	Engineer II
1	Management Analyst III
1	Management Analyst II
1	Network/Telecommunications Analyst II
1	Accountant II
2	Account Clerks II
1	Secretary II
1	Clerk Typist II
2	Clerical Specialists
11	Positions
11.0	Staff Years

FUND 110 REFUSE DISPOSAL

Agency Mission

To protect Fairfax County citizens against disease, pollution, and other contamination associated with the improper disposal of refuse by providing for the transportation of solid waste from the Transfer Station to the I-95 Sanitary Landfill and to the Energy/Resource Recovery (E/RR) Facility by means of direct haul. The agency will also transport debris generated through the Yard Waste Program to disposal facilities located in Prince William and Loudoun Counties, and will coordinate the County's Household Hazardous Waste Program and the Citizens' Disposal Facilities. In addition, the agency will coordinate all associated technical and administrative functions.

Agency Summary					
Category	FY 2000 Actual	FY 2001 Adopted Budget Plan	FY 2001 Revised Budget Plan	FY 2002 Advertised Budget Plan	FY 2002 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	134/ 134	134/ 134	134/ 134	134/ 134	134/ 134
Expenditures:					
Personnel Services	\$6,155,624	\$6,544,603	\$6,785,460	\$7,127,426	\$7,198,700
Operating Expenses	28,600,108	25,176,933	28,943,782	29,261,999	29,261,999
Capital Equipment	1,613,931	297,700	397,804	1,869,000	1,869,000
Capital Projects	0	0	1,582,819	0	0
Subtotal	\$36,369,663	\$32,019,236	\$37,709,865	\$38,258,425	\$38,329,699
Less:					
Recovered Costs	(\$320,187)	(\$332,785)	(\$332,785)	(\$372,689)	(\$372,689)
Total Expenditures	\$36,049,476	\$31,686,451	\$37,377,080	\$37,885,736	\$37,957,010

Summary by Cost Center					
Category	FY 2000 Actual	FY 2001 Adopted Budget Plan	FY 2001 Revised Budget Plan	FY 2002 Advertised Budget Plan	FY 2002 Adopted Budget Plan
Refuse Disposal and Energy					
Resource Recovery	\$1,166,143	\$0	\$0	\$0	\$0
Administration	606,117	674,339	734,824	694,704	703,712
Transfer Station	34,277,216	31,012,112	35,059,437	37,191,032	37,253,298
Subtotal	\$36,049,476	\$31,686,451	\$35,794,261	\$37,885,736	\$37,957,010
Capital Projects ¹	\$0	\$0	\$1,582,819	\$0	\$0
Total Expenditures	\$36,049,476	\$31,686,451	\$37,377,080	\$37,885,736	\$37,957,010

¹ Capital Projects expenditures are shown under the Transfer Station Cost Center.

Board of Supervisors' Adjustments

The following funding adjustments reflect all changes to the FY 2002 Advertised Budget Plan, as approved by the Board of Supervisors on April 30, 2001:

- The 1.0 percent cost-of-living adjustment approved by the Board of Supervisors, and previously held in reserve, has been spread to County agencies and funds. This action results in an increase of \$71,274.

FUND 110

REFUSE DISPOSAL

The following funding adjustments reflect all approved changes to the FY 2001 Revised Budget Plan from January 1, 2001 through April 23, 2001. Included are all adjustments made as part of the FY 2001 Third Quarter Review:

- A net increase of \$3,983,079, including \$240,857 in Personnel Services for overtime associated with transporting 120,089 additional tons of refuse and \$3,362,500 in Operating Expenses to incinerate that refuse. Increases in fuel costs and vehicle usage required an increase of \$404,349 in Department of Vehicle Services charges. This additional funding was partially offset by \$24,627 in Capital Equipment savings.
-

County Executive Proposed FY 2002 Advertised Budget Plan

Purpose

Fund 110, Refuse Disposal, has the primary responsibility for coordinating the disposal of solid waste generated within Fairfax County by channeling the collected refuse to the Energy/Resource Recovery Facility (E/RRF). Refuse that cannot be burned in the E/RRF is directed to a landfill or disposed of through a contractor, while yard debris is transported to a Prince William County or private compost facility. Other operations coordinated within this fund are the Citizen's Disposal Facilities (CDF), the Household Hazardous Waste (HHW) Program, the Ordinance Enforcement Program, the White Goods Program, and the Battery Program. The Administrative Cost Center will continue to perform the tasks associated with the overall administrative, technical, and management functions for those funds that comprise the Division of Solid Waste Disposal and Resource Recovery. The funds are 110, Refuse Disposal; 112, Energy/Resource and Recovery Facility; and 114, I-95 Refuse Disposal.

Key Accomplishments

- ◆ The Board of Supervisors approved a new agreement with Prince William County which allows Fairfax County to work even more closely together in support of our solid waste operations, with shared use of our disposal/composting facilities.
- ◆ Changes to the operations of the Transfer Station were implemented in a continuing effort to increase efficiency and enhance revenues by: working with attending physicians to reduce "lost time due to injuries; initiation of a program to accept construction debris at the transfer station; locating a disposal contractor to accept propane gas tanks so citizens can dispose of damaged or surplus tanks in a responsible manner; initiating a truck leasing experiment to reduce expenditures; and arranging for construction of a barrier on top of the closed landfill, at no cost to the county, to provide a visual screen for buses that park there in the summer.
- ◆ Enforcement of Chapter 109 of the County Code increased unexpectedly with stricter enforcement of the code. The recent practice of long-haul waste trucks using public right-of-ways or private parking lots for storage of tractor-trailers fully loaded with rotting trash resulted in significant reduction in the number of odor complaints.

FY 2002 Initiatives

- ◆ Develop alternative funding mechanisms to restore financial stability and future operational, and residual support for the County's solid waste management system.
- ◆ Continue revenue enhancement initiatives and cost cutting efforts such as expanded facility leasing arrangements and use of contractor support to contribute to the continued viability of the system.

FUND 110

REFUSE DISPOSAL

- ◆ Expand customer service initiative that include reviews of program and facilities to provide necessary and desired services and achieve active public participation through customer surveys.

Performance Measurement Results

The administrative staff processed 2,335 invoices and 2,200 vendor payments, representing an increase of 135 customers and 40 vendors. The accuracy rate achieved remained above targets despite an increase in workload. Customer complaints remained below two percent.

The I-66 Transfer Station received satisfactory ratings (the highest possible) from the Virginia Department of Environmental Quality for all inspections conducted during FY 2000. The facilities are in compliance with all provisions of the operating permits and the Virginia Solid Waste Management Regulations. The Transfer Station exceeded its goal to haul 95 percent of the legal load limit. The 95 percent level was 17.88 tons per vehicle. The actual achieved was 100 percent.

Funding Adjustments

The following funding adjustments from the FY 2001 Revised Budget Plan are necessary to support the FY 2002 program:

- ◆ A General Fund Transfer of \$5,500,000 to allow the County to continue to maintain a stable disposal rate in order to stay competitive and retain required refuse tonnage levels. At the same time provide the level of service to specific refuse disposal programs that do not fully recover costs, specifically the County's Recycling Program, the Household Hazardous Waste Program and the Code Enforcement Program. The transfer is discussed in detail in the Solid Waste Overview.
- ◆ An increase of \$582,823 in Personnel Services associated with salary adjustments necessary to support the County's compensation program.
- ◆ An increase of \$594,525 in contractor compensation to transport and commercially dispose of brush and yard debris which can no longer be accepted at the Prince William County Facility.
- ◆ An increase of \$128,041 in Department of Vehicle Service charges based on anticipated charges for fuel, the County's motor pool, vehicle replacement and maintenance costs.
- ◆ An increase of \$3,362,500 due to increased tonnage estimates over the FY 2001 Adopted Budget Plan. The forecast is based on FY 2000 actual tonnage that indicates 699,500 tons of refuse could be expected in FY 2001. The most recent estimate based on partial FY 2001 tonnages show an increase of an additional 100,000 tons of refuse in FY 2002.
- ◆ An amount of \$1,869,000 is funded for Capital Equipment for FY 2002. The level of funding includes \$618,000 for the replacement of six road tractors and \$437,500 for seven road trailers; \$23,000 for replacement of one automobile which has reached the criteria of age, usage and condition for replacement; and replacement of two specialized pieces of equipment, \$295,500 for a rubber tire loader and \$495,000 for a tub grinder necessary to process stumps and yard waste.

The following funding adjustments reflect all approved changes to the FY 2001 Revised Budget Plan since passage of the FY 2001 Adopted Budget Plan. Included are all adjustments made as part of the FY 2000 Carryover Review and all other approved changes through December 31, 2000:

- ◆ As part of the FY 2000 Carryover Review, expenditures were increased \$1,707,550, including \$1,582,819 in unexpended Capital Project balances and \$124,731 in encumbered Capital Equipment expenditure requirements that cannot be supported from the FY 2001 Adopted Budget Plan funding level.

FUND 110 REFUSE DISPOSAL



Administration

Goal

Provide effective management of refuse disposal within Fairfax County in order to protect County citizens against disease, pollution, and other contamination associated with the improper disposal of refuse. Provide management planning for future waste disposal operations within the County, as well as participate in the planning discussions of other jurisdictions. These authorities include Arlington County, Prince William County, the City of Alexandria, the District of Columbia, the Alexandria Sanitation Authority, the Arlington/Alexandria ERR Facility, and the Fairfax County sewage treatment plants.

Cost Center Summary					
Category	FY 2000 Actual	FY 2001 Adopted Budget Plan	FY 2001 Revised Budget Plan	FY 2002 Advertised Budget Plan	FY 2002 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	13/13	13/13	13/13	13/13	13/13
Total Expenditures	\$606,117	\$674,339	\$734,824	\$694,704	\$703,712

Objectives

- ◆ To maintain or improve the accuracy rate of customer invoices at or greater than 99 percent.
- ◆ To maintain or improve the accuracy rate of payments at or greater than 98 percent.

Performance Indicators

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 1998 Actual	FY 1999 Actual	FY 2000 Estimate/Actual	FY 2001	FY 2002
Output:					
Jurisdictions served	8	8	8 / 8	8	8
Contracts managed	12	12	12 / 14	10	10
Customers invoiced	2,191	2,200	2,280 / 2,335	2,400	2,400
Vendors paid	2,160	2,160	2,200 / 2,200	2,200	2,200
Efficiency:					
Cost per invoice processed	NA	NA	NA / \$9.62	\$10.06	\$10.52
Payments processed per staff hour	2	2	2 / 2	2	2
Service Quality:					
Percent of vendor complaints	<2%	<2%	<2% / <2%	<2%	<2%
Outcome:					
Percent of accurate invoices	99.66%	99.70%	99.00% / 99.70%	99.00%	99.00%
Percent of accurate payments	NA	>98%	>98% / 98%	>98%	>98%

FUND 110 REFUSE DISPOSAL



Transfer Station

Goal

To provide a sanitary facility for receiving, loading, transporting, and disposal of municipal solid waste, yard waste, and household hazardous waste materials generated within Fairfax County, by the most feasible and economical method.

Cost Center Summary					
Category	FY 2000 Actual	FY 2001 Adopted Budget Plan	FY 2001 Revised Budget Plan	FY 2002 Advertised Budget Plan	FY 2002 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	121/121	121/121	121/121	121/121	121/121
Total Expenditures	\$34,277,216	\$31,012,112	\$35,059,437	\$37,191,032	\$37,253,298

Objectives

- ♦ To provide a sanitary facility for receiving, loading, and transporting approximately 2,095 tons of commercial and residential refuse daily by the most feasible and economical method available, while maintaining a 100 percent satisfactory rating from State inspections.
- ♦ To recycle white goods, which are metal objects and appliances, in order to remove PCB capacitors and CFC (Freon) in accordance with Federal and State regulations, with minimal complaints on processing.
- ♦ To provide the sanitary acceptance and transportation of refuse from Fairfax County Citizens Disposal Facilities (CDF) and maintain citizen complaints to less than or equal to 2 per 100 customers.
- ♦ To haul within 95 percent of the maximum legal carrying weight capacity of County tractor trailer trucks.

Performance Indicators

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 1998 Actual	FY 1999 Actual	FY 2000 Estimate/Actual	FY 2001	FY 2002
Output:					
Virginia Department of Environmental Quality (DEQ) inspections conducted	4	4	4 / 4	4	4
Loads of refuse hauled	26,734	31,043	31,043 / 33,256	31,043	31,043
Citizen Disposal Facilities (CDF) customers served	235,776	289,470	289,470 / 281,506	281,506	281,506
Tons of refuse hauled	471,712	544,928	544,928 / 599,287	599,287	599,287
Tons of white goods refuse processed	4,882	4,620	4,620 / 5,638	5,638	5,638
Tons of brush processed	31,511	33,229	33,229 / 38,336	38,336	38,939
Tons of yard debris processed	27,578	36,939	36,939 / 37,005	36,939	36,939
Tons of refuse at CDF	NA	38,817	38,817 / 39,285	39,285	39,285

FUND 110 REFUSE DISPOSAL

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 1998 Actual	FY 1999 Actual	FY 2000 Estimate/Actual	FY 2001	FY 2002
Loads of yard waste hauled (I-66 & I-95 facilities)	1,782	2,359	2,359 / 1,954	1,954	1,954
Efficiency:					
Disposal System cost per ton	\$45	\$45	\$45 / \$45	\$45	\$45
Staff hours to process refuse	NA	123,144	123,144 / 129,428	129,428	129,428
Staff hours per ton refuse processed	.30	.23	.23 / .22	.22	.22
Staff hours to process white goods	NA	8,758	8,758 / 10,400	10,400	10,400
Staff hours per ton white goods recycled	NA	1.89	1.89 / 1.84	1.84	1.84
Staff hours to process material at CDF	NA	33,218	33,218 / 32,396	32,396	32,396
Staff hours per ton of material processed through the CDF	NA	.85	.85 / .82	.82	.82
Satisfactory Virginia DEQ inspection reports	4	4	4 / 4	4	4
Citizen complaints about the CDF operations	2	0	1 / 2	2	2
Vendor complaints about inadequate White Goods processing	0 / 0	0	0 / 0	0	0
Police citations for overloading	0 / 0	0	0 / 0	0	0
Outcome:					
Percent satisfactory Virginia DEQ Inspection ratings	100%	100%	100% / 100%	100%	100%
White goods processed in accordance with Federal and State regulations	Yes	Yes	Yes / Yes	Yes	Yes
Cleaner environment maintained with white goods processing	Yes	Yes	Yes / Yes	Yes	Yes
CDF customer complaints kept at less than or equal to 2 per 100	Yes	Yes	Yes / Yes	Yes	Yes
Percent of trucks hauling 95 percent of maximum legal weight	100%	100%	100% / 100%	100%	100%

A Fund Statement and a Summary of Capital Projects are provided on the following pages. The Summary of Capital Projects may include some projects without a Total Project Estimate amount. These projects are considered "continuing " projects or projects for which funding is necessary on an ongoing basis (e.g., a contingency or planning project).

FUND 110 REFUSE DISPOSAL

FUND STATEMENT

Fund Type G10, Special Revenue Funds

Fund 110, Refuse Disposal

	FY 2000 Actual	FY 2001 Adopted Budget Plan	FY 2001 Revised Budget Plan	FY 2002 Advertised Budget Plan	FY 2002 Adopted Budget Plan
Beginning Balance	\$5,414,314	\$1,589,448	\$3,465,629	\$1,668,631	\$1,685,511
Revenue:					
Interest on Investment	\$361,597	\$106,280	\$106,280	\$93,984	\$93,984
Refuse Disposal Revenue:					
Private Collectors	\$23,070,806	\$18,071,680	\$20,673,394	\$20,790,932	\$20,790,932
Cities and Towns ¹	1,790,663	774,520	781,252	781,252	781,252
County Collection	2,320,241	2,084,200	2,023,340	1,880,948	1,880,948
Treatment Plants	200,967	109,230	118,014	118,014	118,014
County Agency Routes	367,028	330,480	355,742	382,330	382,330
Other Agencies	138,318	291,040	249,662	249,662	249,662
SWRRC Program	39,459	41,480	34,510	32,776	32,776
Non Fairfax County	0	0	505,920	0	0
Citizens' Disposal Facilities	1,641,932	1,421,550	1,223,055	1,223,055	1,223,055
Debris	0	0	1,021,250	2,473,250	2,473,250
Supplemental Market	569,191	414,000	585,000	585,000	585,000
Subtotal	\$30,138,605	\$23,538,180	\$27,571,139	\$28,517,219	\$28,517,219
Other Revenue:					
Brush	\$284,338	\$582,500	\$582,500	\$957,500	\$957,500
Yard Waste	1,117,684	1,294,720	1,294,720	1,321,000	\$1,321,000
Tires	0	0	0	157,500	157,500
Subtotal	\$1,402,022	\$1,877,220	\$1,877,220	\$2,436,000	\$2,436,000
Miscellaneous Revenue:					
White Goods	\$166,535	\$260,000	\$200,000	\$200,000	\$200,000
Sale of Equipment	187,433	51,000	78,000	138,150	138,150
Licensing Fees	22,500	24,000	24,000	24,000	24,000
Miscellaneous	322,099	279,948	279,948	381,845	381,845
Subtotal	\$698,567	\$614,948	\$581,948	\$743,995	\$743,995
Total Revenue	\$32,600,791	\$26,136,628	\$30,136,587	\$31,791,198	\$31,791,198
Transfers In: ²					
ERR Facility (112)	\$0	\$5,460,375	\$5,460,375	\$0	\$0
General Fund (001)	1,500,000	0	0	5,500,000	5,500,000
Total Transfers In	\$1,500,000	\$5,460,375	\$5,460,375	\$5,500,000	\$5,500,000
Total Available	\$39,515,105	\$33,186,451	\$39,062,591	\$38,959,829	\$38,976,709

FUND 110 REFUSE DISPOSAL

FUND STATEMENT

Fund Type G10, Special Revenue Funds

Fund 110, Refuse Disposal

	FY 2000 Actual	FY 2001 Adopted Budget Plan	FY 2001 Revised Budget Plan	FY 2002 Advertised Budget Plan	FY 2002 Adopted Budget Plan
Expenditures:					
Personnel Services	\$6,155,624	\$6,544,603	\$6,785,460	\$7,127,426	\$7,198,700
Operating Expenses ¹	28,600,108	25,176,933	28,943,782	29,261,999	29,261,999
Recovered Costs	(320,187)	(332,785)	(332,785)	(372,689)	(372,689)
Capital Equipment	1,613,931	297,700	397,804	1,869,000	1,869,000
Capital Projects	0	0	1,582,819	0	0
Subtotal Expenditures	\$36,049,476	\$31,686,451	\$37,377,080	\$37,885,736	\$37,957,010
COLA Reserve	0	0	0	71,274	0
Total Expenditures	\$36,049,476	\$31,686,451	\$37,377,080	\$37,957,010	\$37,957,010
Total Disbursements	\$36,049,476	\$31,686,451	\$37,377,080	\$37,957,010	\$37,957,010
Ending Balance	\$3,465,629	\$1,500,000	\$1,685,511	\$1,002,819	\$1,019,699
Reserves:					
Operating & Maintenance Reserve	\$1,500,000	\$0	\$0	\$0	\$0
Equipment Reserve ³	2,076,089	2,451,708	2,451,708	424,393	424,393
Environmental Reserve ⁴	0	500,000	500,000	500,000	500,000
PC Replacement Reserve	73,046	76,155	76,155	67,855	67,855
Unreserved Balance	(\$183,506)	(\$1,527,863)	(\$1,342,352)	\$10,571	\$27,451
Disposal Rate/Ton ⁵	\$45.00	\$45.00	\$45.00	\$45.00	\$45.00

¹ In order to account for revenues and expenditures in the proper fiscal year, audit adjustments have been reflected to show an increase of \$982,637 to FY 2000 revenue, and an increase of \$1,166,143 to FY 2000 expenditures. The audit adjustments have been included in the FY 2000 Comprehensive Annual Financial Report (CAFR). Details of the FY 2000 audit adjustment were included in the FY 2001 Third Quarter Package.

² Cited amounts have been transferred in FY 2000 and FY 2001 to Fund 110 to cover the revenue shortfalls for operational requirements. These transfers provided a subsidy allowing the County to continue to provide the level of service to specific refuse disposal programs that do not fully recover costs. Subsidized programs include the County's Recycling Program, the Household Hazardous Waste Program, and the Code Enforcement Program. The current fee structure for Fund 110 will not support these expenses in FY 2002. In FY 2002, a transfer from the General Fund will provide funding to maintain the competitiveness of the County's Solid Waste System in attracting and maintaining commercial waste, to provide for market fluctuations, and maintain the current level of service to the disposal customers.

FUND 110

REFUSE DISPOSAL

³ The Equipment Replacement Reserve provides for the timely replacement of equipment required to operate the I-66 Transfer Station. Funds are transferred from Refuse Disposal revenue to the Equipment Replacement reserve, as are proceeds from the sale of equipment. The reserve requirement is based on a replacement schedule, comprised of yearly payments to the reserve, which is based on the useful life of the vehicle/equipment. The yearly estimated reserve amount includes the annual portion of the replacement cost for new vehicles/equipment, and continued contributions for previously acquired vehicles/equipment for which the replacement requirement has not been met.

⁴ The Environmental Reserve provides contingency funds for future environmental control projects at the I-66 Transfer Station.

⁵ In August 1998 (FY 1999), Fairfax County implemented a contractual rate discount that was offered to any hauler that guaranteed all of its collected refuse or a specified tonnage amount would be delivered to the Energy/Resource Recovery Facility (E/RRF) or other County disposal sites. The contractual agreement reduced the system disposal fee by \$9 from the FY 1999 Adopted Budget Plan level of \$45 per ton to \$36 per ton. The discounted contractual fee remained in effect through FY 2000 but was reduced to \$34 per ton at the start of FY 2001 to stay competitive with private operations. It should be noted that the approved system fee of \$45 remains in effect. A new contract rate of \$37.95/ton has been negotiated for FY 2002. The new rate will be effective on July 1, 2001.

FUND 110

REFUSE DISPOSAL

FY 2002 Summary of Capital Projects

Fund: 110 Refuse Disposal

Project #	Description	Total Project Estimate	FY 2000 Actual Expenditures	FY 2001 Revised Budget	FY 2002 Advertised Budget Plan	FY 2002 Adopted Budget Plan
174002	I-66 Transfer Station Expansion	\$13,114,900	\$0.00	\$820,013.95	\$0	\$0
174003	Drainage Downchutes	188,000	0.00	55,973.00	0	0
174004	Access Road Reconstruction	233,600	0.00	193,785.00	0	0
174005	Groundwater Well Installation	177,213	0.00	42,382.00	0	0
174006	Citizens Disposal Facility	974,875	0.00	470,665.00	0	0
Total		\$14,688,588	\$0.00	\$1,582,818.95	\$0	\$0